



DEPARTMENT OF STATE

Washington, D.C. 20520

NSC UNDER SECRETARIES COMMITTEE

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NSC-U/SM 92A

July 7, 1971

TO : The Deputy Secretary of Defense  
The Assistant to the President for  
National Security Affairs  
The Director of Central Intelligence  
The Chairman of the Joint Chiefs of Staff  
The Administrator, Agency for International  
Development  
The Director, United States Information Agency  
The Assistant Director, Office of Management  
and Budget

SUBJECT: National Interdepartmental Seminar

The Chairman has received the attached review and recommendations of the special working group on the National Interdepartmental Seminar.

I draw your attention in particular to the proposed Decision Memorandum contained at Tab A of the report, as well as the suggested shared funding basis noted in the draft Decision Memorandum and outlined in further detail on page 4 and at Tab D of the report.

The Chairman would appreciate at this time Under Secretaries Committee final comments with regard to the suggested redesignation of the National Interdepartmental Seminar, its substantive reorientation, and member agency participation, both in terms of personnel and financial support.

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Agency positions should be addressed to Mr. Van Langley, Department of State, telephone 632-8988, not later than Monday, July 19.

  
Arthur A. Hartman  
Staff Director

Attachment:  
As stated herein.

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DEPUTY UNDER SECRETARY OF STATE  
FOR ADMINISTRATION  
WASHINGTON

JUN 25 1971

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TO : Chairman, Under Secretaries Committee  
THROUGH : S/S  
FROM : William B. Macomber, Jr. *WBM*  
SUBJECT : Review and Recommendations on the  
National Interdepartmental Seminar (NIS)  
ACTION MEMORANDUM

The Special Working Group which you asked me to organize has completed its review of the National Interdepartmental Seminar. The group considered the following four options:

OPTIONS

1. That the NIS be abolished on an assumption that it has served its purpose and is no longer relevant to the needs of the decade ahead.
2. That the NIS be continued in its present form and with its present stated objectives.
3. That the NIS be abolished and that an entirely new set of objectives be established.
4. That the NIS be converted to a Seminar for foreign affairs executive-level personnel building on the present NIS but more broadly focused on the dynamic process of policy coordination and implementation within a context of domestic realities as well as current foreign policy issues and national security objectives.

Summary Conclusions and Discussions

1. The NIS was found to be serving a continuing useful purpose.

Each participating agency representative canvassed his own area of responsibility and in the process

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interviewed recent graduates of the NIS, participants who were currently attending the 54th Session, and solicited views of user Departments and offices.

While several members indicated problems of funding and in making senior personnel available during a period of stringent budgets and heavy work pressures, all of the participating members found that their respective agencies supported the concept of a short interagency training program for appropriate senior officers assigned [ ] overseas or appropriate foreign affairs positions in the United States. STAT

It was noted that the NIS is the only existing vehicle that brings together any significant number of senior officers from the foreign affairs agencies

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[ ]  
If it were eliminated, a new vehicle would probably sooner or later have to be created for the purpose of dealing with increasingly complex issues and the processes of policy formulation, implementation and coordination.

2. Any continuing program should be broadened to focus on the process of policy formulation, implementation and coordination, within a context of domestic realities as well as current foreign policy issues and national security objectives.

In the context of the proposed broader charter, the issues of "internal security" and "problems of developing countries" would continue to be a necessary element in the program but would be cast in the broader context.

More attention should be paid to the policy making process within the DOD patterned on the format now used to examine STATE and the national security processes.

The Working Group also felt that the program should be operated under a charter broad enough to undertake short conferences on a variety of subjects and problems of current concern. As an example, the Group cited the Coordination Conference for Directors of Training on Foreign Internal Defense conducted once a year and the interagency Population Conference now

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conducted by the NIS at the Airlie House four times a year.

While the NIS has moved during the past several years to broaden its focus, it still suffers from a lingering image as solely a "Counterinsurgency Course". To overcome this image, it should not only be given a broader mandate by the Under Secretaries Committee and the NSC, it should also be renamed to signify this change.

Because the NIS already provides an existing framework and many of the program elements considered useful, it was the consensus of the Working Group that while some changes are desirable, an entirely new program was not necessary. Several agency representatives expressed concern that budgetary problems might arise if the NIS were to close and a new organization be attempted during a period of stringent economy measures. The Working Group concluded that it was more prudent to modify the NIS than to abolish it and start over with something entirely new.

3. Participation should be broadened to include appropriate executive-level program direction personnel assigned to any part of the world. It should also be opened selectively to executive-level personnel involved in foreign affairs from domestic federal agencies.

Required participation in the NIS has in the past been limited to senior personnel of the primary foreign affairs agencies assigned to developing countries.

It was the consensus of the Working Group that with an increased focus on the process of policy implementation and coordination, the distinction, for training purposes, between persons assigned to developing versus developed countries is not significant and should be eliminated. Also, with the increasing involvement of domestic agencies in international problems and programs, it was felt senior personnel of these agencies who have a direct interest in international problems and programs should, on a selective basis, be invited to participate.

4. To be viable in terms of full active participation the new program should not exceed 3 weeks in length.

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4.

The Working Group observed that the present NIS has progressively been reduced from 5 to 3 weeks because of the difficulty participating agencies were experiencing in releasing senior personnel for such a course. It concludes that a longer program would not be feasible.

5. The Seminar should continue to be conducted by a faculty of representatives from the five principal foreign affairs agencies, under the chairmanship of the representative of the Department of State.

The Foreign Service Institute has within the past year acquired new and more adequate facilities for the Seminar. It also has substantial experience in conducting interagency training programs. The group sees no reason to change the present physical and administrative arrangements.

6. The Seminar should continue to be operated on a shared funding basis by STATE, DOD, AID, USIA, and CIA. Participation of personnel from other agencies should be on a tuition basis. New quotas adjusted to reflect past experience should be established. If approved by the main participating agencies, financial support would be based on the following quota percentages:\*

AGENCY	PRESENT QUOTAS	FY-1971 ACTUAL PARTICIPATION	PROPOSED QUOTAS:		PERCENTAGE OF SUPPORT
			Session	Total	
STATE	96	43	12	72	20%
DOD	80	118	16	96	27%
AID	90	40	12	72	20%
CIA	48	39	8	48	13%
USIA	30	19	5	30	8%
OTHER			7	42	12%
TOTAL	344	259	60	360	100%

\*Past and proposed budget attached

#### RECOMMENDATION

That you sign the directive at Tab A to the principal participating agencies:

(a) To redesignate the NIS on Problems of Development and Internal Defense as the Foreign Affairs Executive Seminar effective July 1, 1971

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5.

(b) To broaden the focus of the Seminar and give more stress to the process of policy implementation and coordination, within a context of domestic realities as well as current foreign policy issues and National Security objectives. In carrying out this objective the Seminar should continue to give balanced attention to problems of "development" and "internal defense" and also, to the policy-making process as it affects national security.

(c) To plan the Seminar for a period not to exceed 3 weeks in length and to offer it at frequent enough intervals throughout the year to meet the demands of senior personnel assigned overseas.

(d) To open the Seminar on a selective basis to senior personnel from the domestic agencies who have international program responsibilities.

(e) To continue to serve as the focal point for training guidance on foreign internal defense and in addition, to provide short interagency courses on timely issues of concern to senior officers.

(f) To establish a system of staff rotation so that the Seminar will have a continuing influx of fresh experience.

(g) To conduct an interagency program within the framework of the FSI called the Foreign Affairs Executive Seminar which shall be headed by a Chairman appointed by the Department of State.

A review committee composed of one representative from each of the primary supporting agencies shall be established under the Chairmanship of the Director of the Foreign Service Institute. The Committee shall report annually at the end of the fiscal year on compliance with this directive to the Under Secretaries Committee, or more frequently if requested by one or more members of the review committee.

(h) To assign senior executive-level or program direction personnel who are assigned  STAT overseas to the Seminar in anticipation of such assignments regardless of whether the onward assignment is to a developing or developed country. Officers assigned to appropriate foreign affairs positions in the U. S. should also be nominated for attendance.

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6.

(i) To provide financial and staff support to the Seminar on a shared basis.

Attachments:

Draft Directive - Tab A  
Syllabus - Tab B  
Special Working Group Membership - Tab C  
Proposed Budget FY 1972 - Tab D

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THE UNDER SECRETARY OF STATE  
WASHINGTON

NSC UNDER SECRETARIES COMMITTEE

NSC-U/DM

TO :

- The Deputy Secretary of Defense
- The Assistant to the President for National Security Affairs
- The Director of Central Intelligence
- The Chairman of the Joint Chiefs of Staff
- The Administrator, Agency for International Development
- The Director, United States Information Agency
- The Assistant Director, Office of Management and Budget

SUBJECT : National Interdepartmental Seminar

The Committee has decided to redesignate the National Interdepartmental Seminar on Problems of Development and Internal Defense as the Foreign Affairs Executive Seminar.

The Seminar will:

1. Conduct an interagency program within the framework of the FSI which shall be headed by a Chairman appointed by the Department of State supported by a faculty of representatives from the five principal foreign affairs agencies.
2. Broaden its focus and give more stress to the process of policy formulation implementation and coordination, within a context of domestic realities as well as current foreign policy issues and National Security objectives. In carrying out this objective the Seminar should continue to give balanced attention to problems of "development" and "internal defense".
3. Plan the sessions for periods not to exceed three weeks in length and offer them at frequent enough intervals throughout the year to meet the demands of senior personnel assigned overseas.

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2.

4. Open the sessions on a selective basis to senior personnel from the domestic agencies who have international program responsibilities.

5. Continue to serve as the focal point for training guidance on foreign internal defense and in addition, provide short interagency courses on timely issues of concern to senior officers.

6. Establish a system of staff rotation so that it will have a continuing influx of fresh experience.

The member agencies will:

1. Assign to the Seminar senior executive-level or program direction personnel destined  overseas regardless of whether the  is located in a developing or developed country. Officers assigned to appropriate foreign affairs positions in the U. S. should also be nominated for attendance.

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2. Provide financial and staff support to the Seminar on a shared basis.

3. Establish a review committee under the Chairmanship of the Director of the FSI and composed of one representative from each of the member agencies. This Committee shall report annually at the end of the fiscal year on compliance with this directive to the Under Secretaries Committee or more frequently if requested by one or more of its members.

John N. Irwin II  
Chairman

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Approved For Release 2002/11/01 : CIA-RDP78-06362A000200010008-5

## NATIONAL INTERDEPARTMENTAL SEMINAR

### SYLLABUS

The attached syllabus outlines the subject matter presently covered in the National Interdepartmental Seminar by lectures, briefings, readings, case studies and group discussions. The discussions conducted by groups broken down by geographic regions have become an essential part of the format. They provide the opportunity for interaction by the participants of the various agencies and a focus on the country team process.

While the present seminar has broadened its focus during the past year, the changes proposed for the new Foreign Affairs Executive Seminar would further stress the process of policy implementation and coordination within a context of domestic realities as well as current foreign policy and national security issues. The specifics of the new program would be developed by the staff with the advice of an interagency review committee.

NATIONAL INTERDEPARTMENTAL SEMINAR

SYLLABUS

INTRODUCTION - UNITED STATES POLICY

- I. Purpose, Scope and Methodology of Seminar
- II. U.S. Foreign Policy for the 1970's  
  
Partnership and the Nixon Doctrine; America's strength;  
An era of negotiation; a new definition of peace.
- III. U.S. Policy and the Developing Nations  
  
Role and responsibilities of the U.S. as a world power  
weighing national interest, political and strategic  
objectives, commitments, capabilities, priorities;  
premises that underlie policy.
- IV. U.S. Foreign Policy Decision-Making  
  
Problems of organization for policy direction; the  
policy process - substantive considerations in  
policy formulation, coordination and implementation.
- V. The Foreign Internal Defense Policy  
  
Scope and emphases of policy guidance; relation to  
broader policy considerations; applying guidance in  
particular country and regional situations.

THE DEVELOPMENT PROCESS: PROBLEM ANALYSIS

- I. Development as Modernization -- Concepts and Dynamics  
  
Modernization as an historical process; problems in  
assessing non-Western transitional societies by Western  
criteria and interests; interrelationships, dis-  
continuities, and feedbacks among elements in moderni-  
zation process; adapting or developing institutions  
for modernization requirements.

- II. Social Change in Transitional Societies

Effects of conflicting social factors on behavior,  
attitudes, value systems, motivations; interaction  
of social, political and economic change as it affects

balance and pace of development; building social institutions for modernization requirements.

### III. Aspects of Political Development

Political culture and political development; national identity, capability, legitimacy and broadened participation as critical problems; political organization, parties, leadership, dynamic; role of communication and education; relation to economic and social modernization; implications of Title IX, Foreign Assistance Act.

### IV. Economic Development Strategies and Problems

Infrastructure and capital mobilization; role of public and private sector; economic planning; industrial vs. rural-agricultural emphasis; the food/population problem; human resource development; trade, exports, and private investment; role of foreign assistance.

### V. Implications of Change

Demographic shifts and urbanization; inflationary pressures and economic instability; changes in socio-economic groups that affect the base of political power; effects on outlook toward external relationships; problems for internal security.

### VI. Critical Groups for Direction of Change

Identifying elites; the emerging generation, especially youth and students; political role of the military; military and bureaucracy as sources of modernizing leadership; the political role of labor; development of an entrepreneurial/managerial class; writers and media communicators as opinion leaders; political party leaders.

### VII. Assessing Instabilities and Vulnerabilities

Problems of accommodating new power groups and demands for change within the political process; implications

of deferred development; retreat to authoritarian rule; implications of internal or intra-regional rivalries and conflicts; externally supported subversion or insurrection; problems related to public security and internal defense capability.

### CURRENT DOMESTIC FORCES AFFECTING FOREIGN POLICY DECISIONS

The interaction of various domestic forces - including racial conflict; youth, campus and anti-war unrest; labor; and news media - affecting national will and consensus, the American image abroad and their impact on U.S. foreign policy.

### PERSPECTIVES ON U.S. POLICY PROBLEMS AND STRATEGIES

#### I. The Developing World in Communist Strategy

USSR, Chinese, and other communist state objectives, strategies, tactics and capabilities in less developed countries; "client" states and regional involvement; "Third World" strategies in context of U.S., USSR, Chicom power relationships.

#### II. Assessing Policy and Strategy Alternatives

Weighing interests, priorities, and predictable consequences of alternative courses of action; consequences of resource commitment; contributions of third nations, regional and international organizations; multi-lateral approaches.

#### III. U.S. Capabilities and Resource Limitations:

Economic/social, political, informational/cultural assessing U.S. capabilities and alternative strategies; techniques of coordinating and integrating U.S. program resources.

#### IV. U.S. Capabilities and Resource Limitations:

Public security and Internal Defense.  
Assistance directed to improving internal defense capability; relation to other sectors of development; integration into total U.S. policy and program efforts.

#### V. Projecting Estimates of Future Requirements and Capabilities

Change trends affecting emphases, priorities, and nature of approaches and programs for the developing world.

TASK FORCE MEMBERS

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Chairman

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Chairman  
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Deputy Chairman

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Agency for International Development  
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Washington, D. C. 20506

Dr. Hugh T. Cunningham  
Director of Training  
Central Intelligence Agency  
Washington, D. C. 20505



ESTIMATED SHARED EXPENSES OF OPERATING  
THE FAES IN FY-72  
BASED ON PROPOSED NEW QUOTAS

	<u>Student Quota</u>	<u>%</u>	<u>Total Program Costs</u>	<u>Less Agency Personnel Contributed</u>	<u>Reimbursable Cost Per Agency</u>
STATE	72	20.0	\$ 66,049	\$ --	\$ 66,049
DOD	96	26.7	88,175	57,910	30,265
AID	72	20.0	66,049	33,908	32,141
OA	48	13.3	43,923	30,660	13,263
USIA	30	8.3	27,410	30,410	(3,000)
OTHER*	<u>42</u>	<u>11.7</u>	<u>38,639</u>	<u>--</u>	<u>38,639</u>
TOTAL	360	100.0	\$330,245	\$152,888	\$177,357

NOTE: Under the proposed budget, the average cost per capita  
- per quota would be \$917.

\* Should tuition enrollment from other agencies not materialize, the charges to the primary agencies would be proportionately increased.

NIS GROSS COSTS

FISCAL YEAR		SALARIES	OPERATING COSTS	OVERHEAD	TOTAL
1969	Actual Obligations	347,783	15,156	54,783	417,722
1970	Actual Obligations	313,548	27,539	40,447	381,534
1971	Projected	270,954	16,293	26,639	313,886
1972	Projected May 4, 1971	279,083 <sup>/1</sup>	23,591 <sup>/2 &amp; 3</sup>	27,571 <sup>/2</sup>	330,245

- <sup>/1</sup> 3% Annualization of American Salaries  
<sup>/2</sup> 3.5% Cost of Living Index  
<sup>/3</sup> Additional Operating Costs, \$2,800 Update Library,  
\$1,300 Transition, \$2,400 Travel



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July 7, 1971

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